

27 FEB 1978

MEMORANDUM FOR: Director of Personnel  
FROM: Director of Central Intelligence  
SUBJECT: Promotion System, Titles and Fitness Reports

1. I continue to get complaints about the two-step promotion system. Particularly at NPIC people see others working beside them being promoted two steps at a time. I understand that we did a study on this some time ago; it proved that because our promotions come more frequently, our people in fact make more money going up by single steps. I'd like to put something in a Director's Note and/or have you put something out to be sure people understand that our single-step promotion policy is in the interests of our employees--if that is the case.

2. A suggestion came to me the other day to put more emphasis on intelligence in the titles we give to our people. People like communicators are not distinguished as being in the intelligence world because we simply call them communicators. Should we call them intelligence-communicator, intelligence-personnel officer? This whole subject of titles is related to a memo I sent to DDO about whether they would change the names "para-professional" to "operations support personnel" and "clerical" to "support personnel." They are looking at it for DDO; I'd appreciate if you would look over this whole question of titles for the Agency as a whole.

3. I'd also like to know about how an employee becomes designated as a career employee. What type of a form is he given? Who fills it out and presents it to him, etc.?

MORI/CDF pp1-2

4. I'd like to know if there is a standard procedure within the Agency for whether or not a supervisor has access to fitness reports written in an individual's record. In particular, I think there is a point to be made as to whether the supervisor is entitled to see previous fitness reports which he has written and previous fitness reports which others have written. I get the impression there is some inclination to be sloppy in fitness report writing by virtue of simply using past ones as models.

5. Do we have any statistics on whether different Directorates and divisions have markedly higher percentages of Outstanding, etc.? Have we ever thought about requiring the rating officer to indicate how many people he is grading in each category so as to have some check on whether he is excessively generous? How long since we've changed our fitness report form? Is it the same form for all Directorates?



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*Joe* STANSFIELD TURNER

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Tape 23

Side A, 7/8 - 1

DRAFT DIRECTOR'S NOTE

SMOOTH PAPERWORK

~~Smooth paperwork~~ Despite some reports to the contrary, I want everyone to know that I am not insistent on or even in favor of smooth, letter-perfect paperwork on internal matters. In fact, I would prefer "back-of-the-envelope" staff work for internal purposes. When I write questions in the margin or send brief memoranda, I am perfectly pleased to have a handwritten response in the margin or on the bottom of the memorand<sup>um</sup>/ in response. I particularly do not think we can afford the time and effort to retype internal memoranda to ensure that they are faultless to the comma. Pen and ink changes are highly desirable and save manpower, paper and expense. We want effective communications, not pretty communications internally. Clearly, when it comes to letters and reports which leave the Agency, they must be up to our normal high standards for which we are well known.

STANSFIELD TURNER  
Director